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APPENDIX VI

GUIDE FOR THE PREPARATION  
OF A STAFF STUDY

1. GENERAL

Staff studies will be submitted for consideration by a supervisor when required by him or his representative, or when an element prepares one on its own initiative concerning a subject which is clearly within its scope of responsibility.

2. PURPOSE

The purpose of the staff study is to provide the supervisor with a paper which will assist him in the consideration of a problem and enable him to reach a sound decision.

3. FORMAT

To facilitate rapid and logical consideration by the supervisor on matters placed before him, a standard format is prescribed which permits an orderly transition from the problem being considered to the conclusions reached and the recommendations resulting therefrom. The format at Tab A should be used for all staff studies submitted to the supervisor for consideration. The checklist at Tab B should be used to insure proper preparation of the staff study.

4. PRINCIPAL PARTS

The principal parts of the staff study, which are as follows, are explained in the subsequent paragraphs:

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Excluded from automatic  
downgrading and  
declassification

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- a. Statement of the Problem
- b. Assumptions
- c. Facts Bearing on the Problem
- d. Discussion
- e. Conclusions
- f. Recommendations
- g. Annexes
- h. Attachments
- i. Concurrences

5. STATEMENT OF THE PROBLEM

A proper statement of the problem is one of the most important sections of the staff study. It is imperative that the author of the staff study phrase the statement of the problem in clear and explicit language which will enable the supervisor to comprehend quickly the substance of the problem to which the staff study is addressed. The problem to be stated is the one which faces the supervisor, NOT the problem which faces the author of the staff study. The following are examples of a proper statement of the problem:

- a. "In response to a request by the supervisor, to determine whether the Blank Depot should be retained."
- b. "In response to a request by the supervisor, to develop a policy for the assignment of prioritization to requisitions."

6. ASSUMPTIONS

An assumption is anything taken for granted, a supposition, or a presumption. Assumptions are NOT REQUIRED in staff studies but may be included at the discretion of the author of the staff study. Any lengthy

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presentation of the assumptions deemed necessary for a thorough analysis will be placed in a lettered annex. If an annex is used for any or all of the assumptions, a paragraph will be added under this section as follows: "For (additional) assumptions, see Annex \_\_\_\_."

#### 7. FACTS BEARING ON THE PROBLEM

A fact is anything that has actually happened or is true. This section of the staff study will set forth a summary of the pertinent facts arranged in logical sequence to facilitate understanding of the discussion in the next section. THIS SUMMARY WILL BE FACTUAL AND DEVOID OF THE AUTHOR'S OPINIONS, ASSUMPTIONS, AND DISCUSSION. Any detailed presentation of the facts deemed necessary for a thorough analysis will be placed in a lettered annex. If an annex is used, a paragraph will be added under this section as follows: "For additional facts, see Annex \_\_\_\_."

#### 8. DISCUSSION

This is the section of the staff study where, through a logical analysis and evaluation, the facts bearing on the problem are converted into conclusions. Although it is desirable that the discussion be as brief as possible, it should not be curtailed to the extent of omitting consideration of any essential aspect of the problem. The technique of stating alternative solutions, the advantages and disadvantages of each, and the rationale supporting the action recommended, should be employed in those papers which lend themselves to this approach. ANY PART OR ALL OF THE DISCUSSION MAY BE PLACED IN AN ANNEX. In this instance, a paragraph will be included under this section as follows: "For (additional) discussion, see Annex \_\_\_\_." If the facts bearing on the problem are considered to

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lead directly to the conclusions and discussion is considered unnecessary, the discussion section may be omitted.

#### 9. CONCLUSIONS

The conclusions represent the considered opinions of the author relative to the problem and provide the basis for the recommendations.

#### 10. RECOMMENDATIONS

The recommendations will consist of concise statements of actions to be taken. A specific recommendation must be consistent with the conclusions. In approving the dispatch of an implementing attachment which reflects the conclusions in a staff study, the supervisor does, in fact, approve the conclusions, and it is unnecessary to make a separate recommendation that the conclusions be approved. However, in rare cases, there may be conclusions which are not reflected in an implementing attachment but which the originator desires to have approved. In this instance, it is proper to recommend that the supervisor approve these conclusions.

Order of Presentation of Recommendations. The order of presentation of recommendations is as follows:

- (1) Recommendations pertaining to implementing attachments.
- (2) Recommendation pertaining to conclusions (to be included only if the implementing attachments do not reflect the conclusions).

#### 11. ANNEXES

Information necessary to an understanding of the problem, but too detailed for inclusion in the staff study, accompanies the study as lettered annexes. These must be identified and referred to in the ASSUMPTIONS, FACTS, or DISCUSSION paragraphs.

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12. ATTACHMENTS

Memorandums, messages and directives necessary to implement the recommendations, if approved, are prepared in final form for the signature of the proper authority and accompany the staff study as numbered attachments. These must be identified and referred to in the RECOMMENDATIONS paragraphs.

13. CONCURRENCES

Concurrences must be secured in writing from the offices affected by the problem. This is accomplished by providing a place at the end of the staff study for the office title, date and signature of the concurring officers.

Enclosures:

- Tab A - Format for a  
Staff Study
- Tab B - Checklist for a  
Staff Study

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